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## COOPERATIVE EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS.

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AND STATE AGRICULTURAL COLLEGES,  
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### HANDBOOK ON FARM-BUREAU ORGANIZATION FOR COUNTY AGRICULTURAL AGENTS.

By L. R. SIMONS, *Agriculturist, County Agent Work.*

#### FUNCTIONS OF A FARM BUREAU.

Six years' experience in county-agent work in the Northern and Western States has shown that certain fundamental principles are usually associated with its success. Of these principles, one of the most important and universally accepted is that the active cooperation, advice, and assistance of the farmers themselves is necessary to the success of the agent and his work. The best means of securing this local support has proved to be the establishment of a county organization usually known as a farm bureau. Such an organization should be made up primarily of farmers and managed by them. The chief functions of a farm bureau are:

(1) To coordinate the efforts of existing local agricultural forces, either organized or unorganized, and to organize new lines of effort. It does not supplant any existing organizations or compete with them, but establishes a clearing house through which all may increase their efficiency without in any way surrendering their individuality.

(2) To bring to the agent the counsel and cooperation of the best farmers in the county in planning and executing an agricultural improvement program.

(3) To furnish the necessary local machinery for easily and quickly reaching every community in the county with information of value to that community or to the county as a whole.

(4) To encourage self-help through developing and exercising leadership in the rural affairs of each community.

(5) To reveal to all the people of the county the agricultural possibilities of the county and how they may be realized.

## FORMS OF COUNTY ORGANIZATIONS COOPERATING IN AGRICULTURAL EXTENSION WORK.

As may be expected in new work of this kind, several forms of organization have developed, but the fundamental purpose of all of them has been the same, viz, the promoting of the fullest agricultural development of the county through cooperation with State and National educational forces. Such organizations afford administrative bodies which may be dealt with in all matters relating to the economic and industrial life of the country people. County organizations may be grouped somewhat as follows:



FIG. 1.—Farm-bureau members in a California community constructing a “farm-bureau center” hall.

*The farm bureau or similar county-wide organization.*—This group takes one of two forms:

(1) An association with a representative membership of farmers scattered generally throughout the county and usually paying an annual membership fee of \$1 or more. Such organizations usually hold meetings annually and elect a control board called an executive committee or board of directors. Sometimes an additional board, called a county agricultural council or advisory committee, is appointed, which advises with or makes recommendation to the executive committee. The executive committee usually meets monthly, and the county agricultural council meets on the call of the president, in a body or in community groups. This form of organization is used

by a number of States, including Connecticut, Idaho, Kansas, New York, and Vermont.

(2) An association with a central organization made up of delegates from township locals or other subordinate units. An annual membership fee of \$1 is usually charged, which is often divided, a part going to help support the local and a part the county organization. These locals, sometimes called farm-bureau centers, usually meet monthly and discuss matters of community interest. The central body usually meets on the call of the president. This form of organization is used in California and Utah, and in a few counties in Colorado.

*County federation of agricultural clubs.*—This group is made up of delegates from various rural organizations in the county such as farmers' clubs, granges, farmers' unions, gleaners' equities, etc. These various local organizations hold their regular meetings while the federation committee which makes up the central association meets usually on the call of the president and exercises the functions of a county agricultural council or advisory committee. No individual membership fee is paid, but in a few counties each club pays a fee toward the support of the county federation. This form of organization is used in a few counties in Colorado, Michigan, and Minnesota.

*The county agricultural council.*—This group is made up of one representative from each of the agricultural organizations of the county such as granges, farmers' unions, seed growers' associations, breeders' associations, improvement clubs, etc., one member from the county board of commissioners, and three or more members at large representing the unorganized farmers of the county. There is an executive committee of five members which has authority to transact the business of the council. This form is similar to the farm bureau, except that no membership fee other than that paid for the support of the local associations is charged. It also resembles the federation plan in that it is made up largely of delegates from local clubs. This form of organization is being developed in Oregon.

*Dissociated farmers' clubs.*—This group consists of nonfederated agricultural clubs without a central organization. In a few of these cases the county board of commissioners or supervisors, a committee of a chamber of commerce, or the county board of education may constitute the control board. The county agricultural agents in Delaware and Wisconsin and certain counties in other States work through dissociated farmers' clubs.

The names of the various associations are not in any way significant of the form of organization. The term "farm bureau" is in quite general use and is applied to all the various forms.

Each of these plans has been successful in particular counties, but the dissociated plan, which can hardly be classed as a definite county

organization, and the federation plan have probably been the least satisfactory for promoting county agricultural-agent work. The reasons for this seem to be as follows: (1) Rivalries and jealousies often exist between the different farmers' local organizations which tend to prevent harmonious cooperation; (2) some of these organizations may not be unanimously in favor of county-agent work; (3) many communities of the county have no representation; (4) most county federations have so many duties to perform other than cooperating with the agent that they lose sight of the importance of the county-agent work; (5) the delegates can not direct the action of the various organizations they represent as satisfactorily as the board of control of the farm bureau or similar organization can direct the work of its local committees; and (6) it does not bring together into one organization all the supporters of county-agent work and does not secure their support as does the farm bureau in which the member pays a membership fee and thereby becomes actively affiliated with the movement.

For the above reasons many of the federations have been so re-organized as to take the form of a farm bureau.

All of these forms of organization have been studied in operation and the strong and weak points carefully noted. The best features of all of these forms are being combined in different States as hereafter described in detail in this circular and are giving equally good results in many counties in the western, central, and eastern groups of the Northern and Western States.

The organization plan suggested in this circular is the fruit of experience thus far, and an effort has been made to eliminate, so far as possible, the weaknesses and to emphasize the strength of all forms of organization already tried. It is so worked out as to secure the maximum amount of service of the members with the minimum amount of effort on the part of the officers and county agent. It federates all of the agricultural forces in the county without having the undesirable features of the county-federation plan. It is simple and can be adapted quickly to the varying conditions of different counties. It may easily be established in counties having inefficient organization, in counties contemplating the employment of an agent, and in counties where the agent is unsupported by a local county organization.

#### **CHIEF FEATURES OF THE SUGGESTED COUNTY ORGANIZATION PLAN.**

*A representative membership*, made up largely of farmers scattered generally over the county, each paying a nominal membership fee.

*An executive committee* of not more than nine or ten members.

(1) Representation may be given on this committee to the strong, active, existing county agricultural organizations, such as the county federation of farmers' clubs, Pomona Grange, the county organization of the farmers' union, and of the society of equity, also to the public schools, usually through the county superintendent.

(2) So far as possible the executive committeemen selected should be well distributed over the county, but in large counties committeemen may be selected with regard to their accessibility to the county seat, or to such other central place as the executive committee conferences may be held.

(3) Only those who can and will devote the necessary time to the work and who are able to attend the meetings of the committee should be selected.

(4) Each member should be selected because of special qualifications to head some important project or important line of work of the bureau.

*A community committee*, consisting of a chairman and two to four members in each distinct community in the county with:

(1) Representation given to the strong, active, existing agricultural organizations of the community as subordinate granges, cow-testing associations, etc.

(2) Members well distributed over the community.

(3) Each member selected because of special fitness to direct some important part of the community program of work.

*A county agricultural council*, consisting of the chairmen of the various community committees.

A detailed plan of a county organization embodying the above features follows. The term "Farm bureau" will be used in designating the suggested county organization throughout the remainder of this circular.

#### DETAILS OF THE FARM-BUREAU PLAN.

*Membership.*—The membership in the farm bureau is open to all residents of the county who are directly interested in agriculture and to nonresidents who are farm owners in the county, men and women alike. The membership should be well distributed over the county and should be large enough to be thoroughly representative of the farmers of the county. The work should, at its inauguration, be supported by a membership of at least 10 per cent of the farmers of the county, and this membership should be increased as rapidly as possible to include at least 25 per cent of the farmers. At least 80 per cent of the total membership should be farmers. A nominal membership fee, usually \$1, is charged, not primarily to provide funds, but to secure the active interest of each farmer who joins. If

a clear-cut presentation of the facts regarding the nature of the organization, the duties and privileges of the members, and the work already accomplished and to be undertaken is made annually, no difficulty should be experienced in keeping up the membership from year to year.

Every member should not only give his moral support to the work, but should take an active part in at least one activity of the farm bureau. He should keep in close touch with the progress of the first year's work and assist in making plans for the succeeding year. He should participate in the election of the officers and executive committeemen.



FIG. 2.—A monthly meeting of a farm-bureau executive committee to discuss and direct the affairs of the bureau for the month.

The active cooperation, advice, and assistance of the farmers in the county are essential to the success of county-agent work.

In order to encourage members to take an active part in the work, and to fit them better for it, they should be kept informed of its progress and the need for new plans by means of the farm-bureau publications, letters, and personal visits. They should be given the first opportunity to receive the help of the bureau and to engage in any new work that is to be undertaken.

*Officers.*—The officers of a farm bureau should consist of a president, vice president, secretary, and treasurer, all of whom should be elected at the annual meeting, for a period of one year. The administrative duties should be those usually assigned to such officers.

## EXECUTIVE COMMITTEE.

An executive committee of from 5 to 10 members, usually including the officers of the bureau as ex officio members, should be elected by the bureau at its annual meeting for a period of one year. This committee may contain members nominated by the county board of commissioners or supervisors, the grange, the farmers' union, the equity, the farmers' clubs, cooperative associations, county fair, schools, etc.

*Duties of the executive committee.*—(1) Signs memoranda of agreement with the State extension director.

(2) Makes up financial budgets.

(3) Secures necessary funds.

(4) Authorizes the expenditure of the bureau's money.

(5) Determines the policies of the local bureau.

(6) Considers and approves programs and projects recommended by the county agricultural council.

(7) Cooperates with the State agricultural college in the employment of a county agricultural agent, a home-demonstration agent, boys' and girls' club leaders, and other local extension workers nominated or approved by the extension director.

*Selection of the executive committee.*—The executive committee is usually selected so that practically all sections of the county will be represented, but in large counties, with inadequate transportation facilities, committeemen should be selected who can conveniently attend the regular (monthly) meetings. In the selection of a committeeman one of the chief objects should be to secure a man whose qualifications and personal interest fit him to plan and develop some one important line of work or activity to be undertaken by the farm bureau. It is advisable to have an efficient nominating committee appointed at the annual meeting in order that the names of members capable of efficient service in planning and developing the agricultural program of work of the county may be presented to the meeting.

The following examples show how the county program of work is divided up among different members of the executive committee:

PERSONNEL OF EXECUTIVE COMMITTEE IN TRUCK-GROWING COUNTY, EASTERN STATES.

E. V. Titus (president)	Relationships and community committee organizations.
G. M. Hewlett (vice president)	Membership campaign, field excursions, and winter meetings.
H. W. Underhill (secretary)	Boys' and girls' club work.
J. A. Ripley (treasurer)	Finance, farm-bureau publications.
G. T. Powell	Potato demonstrations.
E. H. Heckler	Farm-management demonstrations.
Charles Schwarting	Minor projects.
George Kinsey	Tomato and cabbage demonstrations.
Lott Van de Water	Exhibitions, publicity, picnic.
Mrs. F. E. Balmer	Home-demonstration work.

## PERSONNEL IN GRAIN AND LIVE-STOCK COUNTY IN CENTRAL STATES.

H. B. Johnson (president)	Farm-bureau organization.
Peter Johnson (first vice president)	Orchard demonstrations.
Joseph Iverson (second vice president)	Farm accounting, farm management, summer and winter meetings.
E. E. Marple (secretary and treasurer)	Farm-bureau news and advertising.
O. W. Jones (representing county commissioners)	Finance.
John T. Linden (representing county fair)	Demonstrations and exhibitions.
Wesley Beach (representing farmers' cooperative elevators)	Crop improvement and building plans.
G. C. Paulson (representing live-stock cooperative shipping association)	Live-stock improvement.
Blanche Brenn'in (county superintendent of schools)	Boys' and girls' club work.
R. H. Harris (representing farmers' clubs)	Cooperation between farmers' clubs, development of better marketing facilities.
Miss Lucy Reynolds	Home-demonstration work.

## PERSONNEL IN IRRIGATED AND NONIRRIGATED COUNTY IN WESTERN STATES.

John M. White (president)	Farm-bureau organization, field excursions.
M. N. Brisbin (vice president)	Smut control, standardization of cereals.
A. H. McConnell (secretary)	Farm-bureau publications, exhibitions, publicity, picnics.
John D. C. Kruger (treasurer)	Finance.
Jed. Earl	Boys' and girls' club work.
Mrs. C. F. James	Home-demonstration work.
Joseph S. Rudd	Potato culture.
Mal. Anderson	Live-stock improvement, animal diseases, grazing associations.
C. H. Barnes	Weed control, soil management.
A. D. Miller	Pest control.

A particular part of the agricultural program of work of the bureau having been assigned to an executive committeeman, the county agent should cooperate with him in outlining the project covering such work or in the revision of the previous year's project. The agent should consult with this committeeman whenever important matters concerning this particular project need consideration and should keep him informed as to the progress of the work. The committeeman should be encouraged to lead the discussions and make reports concerning the progress of the project at committee meetings, the annual meeting, and at other meetings of the bureau where his presence would be helpful. There may be in-

stances where the following of these suggestions may seem to retard the work temporarily, until the committeeman is thoroughly acquainted with his new duties. Experience has shown, however, that if the committeemen have been carefully selected, and their interest is in the work, they will learn rapidly and the work will be greatly strengthened by these thoroughly trained local county leaders.

*Presiding officer of the executive committee.*—The president of the bureau should act as chairman of all meetings of the executive committee.

#### COMMUNITY COMMITTEES.

Encouragement of local community leadership is essential to the success of the county-agent movement. In each distinct community in the county there should be a community committee made up of at least one and preferably three to five local representatives or local leaders of the bureau.

*Method of choosing.*—(1) The president of the farm bureau in consultation with the county agent, executive committeemen, or other leaders, and subject to the approval of the executive committee, should appoint the temporary community committee chairman for each community. If a grange or other local farmers' club or organization is popular with the majority of the farmers in any particular community, and it is active in promoting the improvement of agricultural conditions, the officers of such an organization should be consulted before the appointment of a temporary community chairman. The remainder of each committee should be selected in the same manner, except that the temporary chairman should be consulted. All committeemen should be appointed for a period of one year and should be notified of their appointment by the president. In selecting the committeemen, care should be taken to see that each important agricultural interest in the community is represented on the committee. For instance, if dairying, poultry raising, hog raising, etc., are important industries, a dairyman, a poultryman, and a hog raiser should be made members of the committee. At the first meeting of the community committee at the home of the temporary chairman, the members of the committee should elect a secretary and a permanent chairman, who will also be a member of the county agricultural council, as hereinafter provided. The chairman should then delegate certain definite duties to each member of the committee.

(2) It may be desirable after work has become well established, and a large number of farmers within the community have become members of the bureau, to have the members in each community elect their community committee. This will be a feature of the local winter meetings or the annual meeting of the bureau. At the first meeting

of the committee, the committeemen should elect their chairman and secretary.

*Meetings.*—Frequent community-committee meetings should be held. The county agent, accompanied by executive committeemen having particular projects or work in charge to present to the local committees, should attend as many of the community-committee meetings as may be necessary to promote the work of the county and community agricultural program. The county agent, accompanied by the president of the bureau, should always attend the meeting of the committee at which they organize for the year. If the county is large

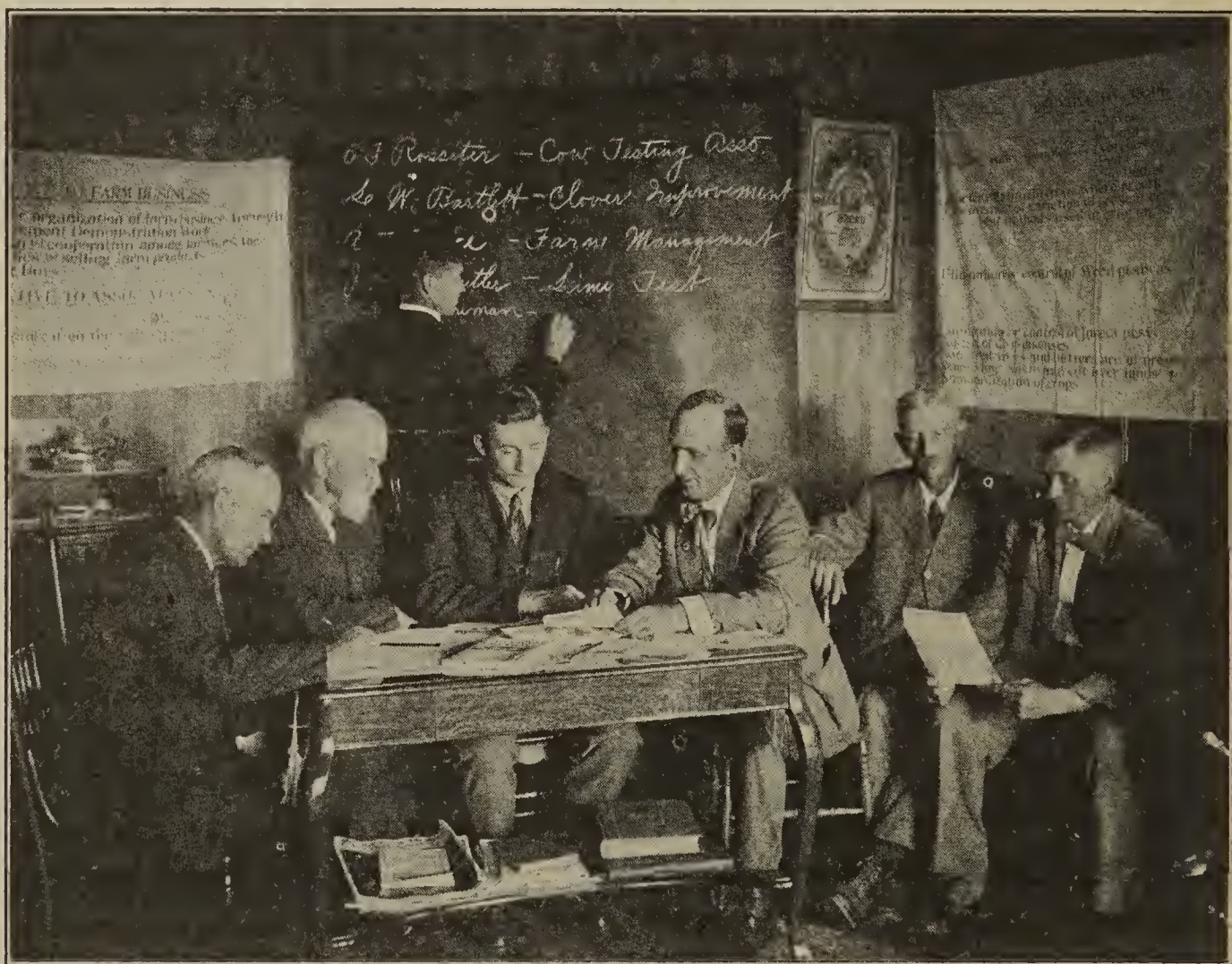


FIG. 3.—A community-committee meeting—Planning a community program and assigning a definite piece of work to each committeeman.

As many meetings of each community committee of the farm bureau should be held in its own community as are needed to plan and execute the agricultural program of the community.

and the work in hand is urgent, it may be found difficult for the county agent to visit every community committee in their own community.

In such exigency it may be found desirable to hold sectional meetings of the committees of several communities, especially if the problems of these communities are similar. Meetings of the community committees should be encouraged whenever work is to be discussed or undertaken, even though the county agent or executive committeeman can not be present. At least once a year each committee may hold a business and social meeting to which the farm-bureau mem-

bers in the community are invited. It would be unwise, however, to encourage chairmen to call committee meetings unless something definite is to be discussed.

If the community committee chooses to delegate different duties to the individual members of the committee, fewer meetings will be necessary. For instance, one man who has been selected because he is considered to be the best dairyman in the community might look after all the details connected with local dairy meetings, dairy demonstrations, cow-testing association work, etc. Another might serve in a similar capacity in so far as legume crops are concerned, another for boys' and girls' club work, another for farm management demonstrations, etc. A woman might look after the home demonstrations, if such are being conducted in the community. The more the work is divided up in this way the greater will be the efficiency of the committee. Under this arrangement, if the county agent, the State leader of boys' and girls' club work, and the executive committeemen in charge of boys' and girls' club work, visit the community to promote the interests of club work they will need to consult only with the community committeemen to whom that work has been delegated, unless it involves a decided change in the community program, in which case it will be desirable for them to present the matter to the whole committee. The same would be true of the other special lines of work, such as home-demonstration work, farm-management demonstrations, live-stock work, etc.

*Duties.*—(1) To determine and discuss local problems, to assist through its chairman in the formation of a county agricultural program of work, and to adapt this program locally, thereby formulating a community agricultural program of work which will eventually solve the local problems.

(2) To secure for the community the desired community and individual assistance in solving local problems by arranging for at least one winter meeting and one summer field-demonstration meeting and for a few definite field demonstrations.

(3) To secure for the bureau the active support of the farmers in the community by informing the residents of its organization, purposes, and work, by arranging the details and advertising local meetings, demonstrations, etc., and by soliciting and securing memberships.

*Privileges.*—Community committeemen are the recognized leaders of the bureau's agricultural-extension work in the community. They are brought into frequent contact with the county agent and extension specialists. By helping others they help themselves in information, inspiration, and general development.

*Presiding officers.*—(1) Community chairmen should preside at all local bureau functions.

(2) The president of the bureau or one of the executive committeemen residing in that section should preside at all sectional meetings.

#### THE COUNTY AGRICULTURAL COUNCIL.

To be most efficient the executive committee should not contain as many members as would be required to give representation to each agricultural community. In order that every organized community may have direct representation in planning the county program of work and recommending the policies of the organization, meetings are held of the chairmen of all community committees. This body of men is known as the county agricultural council. Such a council is necessary if the unity of the county organization is to be preserved.

*Duties and meetings.*—At least one meeting of the council should be held each year to discuss the recommendations made by the various



FIG. 4.—A farm-bureau president discussing with the county agricultural council plans for the annual farm bureau field day.

The county agricultural council of a farm bureau meets at least once a year to consider recommendations of the community committees and to recommend the policies of the organization to the executive committee.

community committees and to recommend to the executive committee a yearly county program of work or to suggest such changes in the permanent program as may seem necessary. Semiannual and possibly quarterly meetings of the council are desirable if important matters arise requiring the attention of the entire council. Frequently matters concerning only a few communities in the county arise, in which case only chairmen of community committees representing those communities need be called together. A luncheon is suggested as a desirable feature of at least one of the meetings of the entire council.

*Presiding officer.*—The president of the bureau should act as chairman for all meetings of the council and the secretary of the bureau as secretary of the council.

## RELATION OF THE COUNTY AGRICULTURAL AGENT TO THE COUNTY ORGANIZATION.

The essential relation of the county agricultural agent to the county organization should be one of invisible leadership. In reality he should be the dynamo of the whole organization, and his leadership should be able, enthusiastic, and tactful. He should lead by teaching members and committeemen to do the work of the organization for themselves, and should instill the feeling in them that they are responsible for making the plans and for the work accomplished. His success as an agent depends largely upon his ability to get work done by others without continually forcing his own personality to the front.

### POINTS TO BE REMEMBERED IN SELECTING COMMUNITY COMMITTEEMEN.

Since the execution of county-agent work depends so largely upon the local community committees, care should be exercised in selecting each committeeman. They should not only be willing to serve, but should have the necessary time to give to the work. Oftentimes many who seem too busy to give any of their time to county-agent work are the most willing to cooperate and make the best committeemen. At the beginning of the work in a county it is sometimes difficult to select the best committeemen in every community, and mistakes are bound to occur. Under such conditions it is advisable to go slow and to appoint committeemen no faster than good men become known and available. It frequently happens, however, that through careful coaching, good committeemen may be made of men who at first do not show special aptitude. The development of such men should constitute one of the most important duties of a county agent. The officers of the bureau and the county agent should be continually on the lookout for new committee material.

Experience has shown that many good men, who refuse to serve on a committee, pleading lack of time and experience, may be made to realize the importance of the work and their fitness for it. County agents should study these men and think out and use proper methods of approach.

In starting the community-committee plan of work in a county, the temporary chairmen should first be selected and the work carefully explained to them. They should assist in the selection of the other members. A personal letter may then be sent to each prospective committeeman, signed by a well-known and respected farmer, probably the secretary of the bureau or an executive committeeman. This letter should appeal to the prospective committeemen as one of the strong leaders of the community whose advice is sought.

*First meeting of prospective community committeemen.*—After these prospective committeemen assemble, a program somewhat as follows is carried out:

(1) Temporary organization for meeting, temporary chairman presiding.

(2) Discussion of important results of the previous year's work, led by the county agent. (Use map and chart.)

(3) Discussion of county program of work, led by county agent. (Use blackboard.)

(4) Adapting program locally, led by temporary chairman. (Use blackboard.)

(5) Definite plans for winter meetings. Time, place, subject, committeemen in charge, led by vice president.

(6) Presentation of chart showing the relation the agent sustains to the farm bureau, State college, and United States Department of Agriculture in extension work, by president.

(7) Presentation of farm-bureau organization chart, by president.

(8) Reasons for membership and arrangements for securing members led by vice president.

(9) Discussion of duties and privileges of committeemen, led by president. If the meeting is made really helpful, those present are likely to be interested in the work, and inasmuch as they know that there are five of them to help, they will usually readily agree to serve. A definite promise to serve should be secured from each.

(10) Election of a permanent chairman and a secretary.

*Permanent appointment of community committeemen.*—Permanent appointment should later be made in writing by the president, including the following:

(1) Notice and term of appointment.

(2) Brief statement of duties.

*The wrong way to secure committeemen.*—Some agents have made the mistake of approaching men and asking them to serve, giving as their chief duties the solicitation of membership, without explaining the whole plan carefully, and giving some of the easier duties first. As a rule, farmers do not relish the idea of soliciting members, because of inexperience, but with some instruction they usually work with considerable success. The membership duty is a delicate proposition and needs to be tactfully handled. Many good committeemen have been lost through careless solicitation. Usually it is easier to secure committeemen if they are appointed in groups rather than individually. By this method they can readily see that they will have the support and assistance of other good farmers in the community.

*How to select new committeemen after first year of work.*—During the latter part of the first year, a few new men may be invited to

attend one or more of the committee conferences, in order to interest and encourage them in serving as community committeemen.

*Recognition of committees.*—The community committee established in a community should originate or approve all county-agent work that is conducted there, even though in some cases it may seem to retard the progress of work.

### TRAINING COMMITTEES FOR SERVICE.

Field studies and reports indicate that only a small percentage of the farmers in the majority of counties having county agents, are

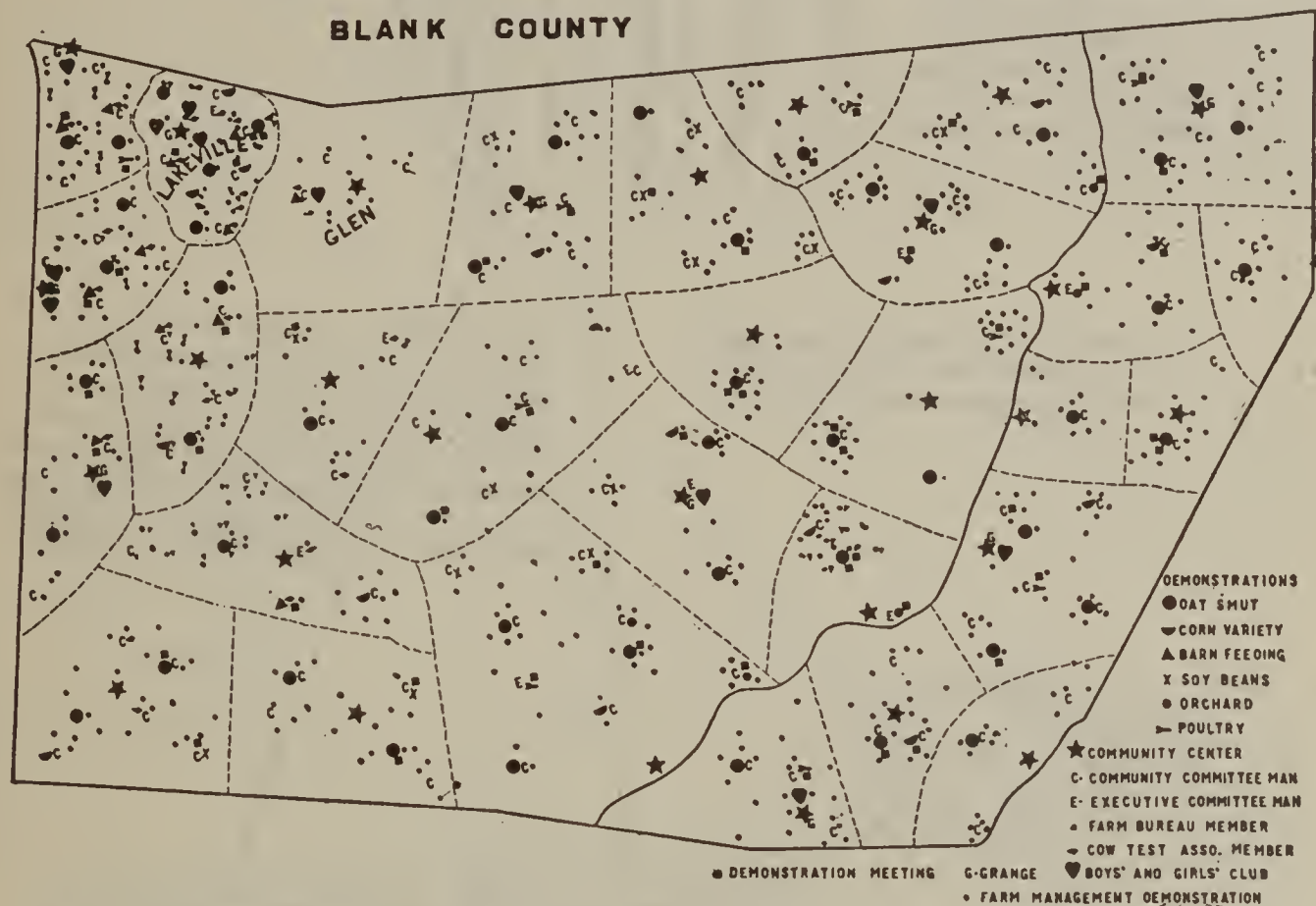


FIG. 5.—Map of Blank County showing the distribution of county-agent work by communities.

members of the farm bureau or similar organizations. The reason for this is obvious. Only a small percentage understand county-agent work. Even in those counties where the work has been carried on for three or four years and is fairly well organized, officers and committeemen in charge have often found it difficult to give such a clear-cut statement of the purposes of the work as to convince other farmers of its worth. It seems to be a question of systematic education. Considerable time could be spent profitably by the agent in training committeemen in methods of conducting meetings and in teaching them the value of the work, how to explain it, and how to do the organization work themselves. It is true that at the outset it was much easier to superimpose county-agent work on the people of the county but the easier way has not proven to be the best or the most permanent. What may be termed schools of instruction for committeemen have been held in a few cases, and the results have been so gratifying as to warrant their being regular features.

## SCHOOLS OF INSTRUCTION.

Many county agents and county-agent leaders now have definite plans made for presenting the work to the executive and community committees and keeping them interested. The following are among the best ideas thus far evolved and successfully tried out:

(1) *Map of the county showing distribution of previous year's work by communities.*—Make an outline map of the county on trac-

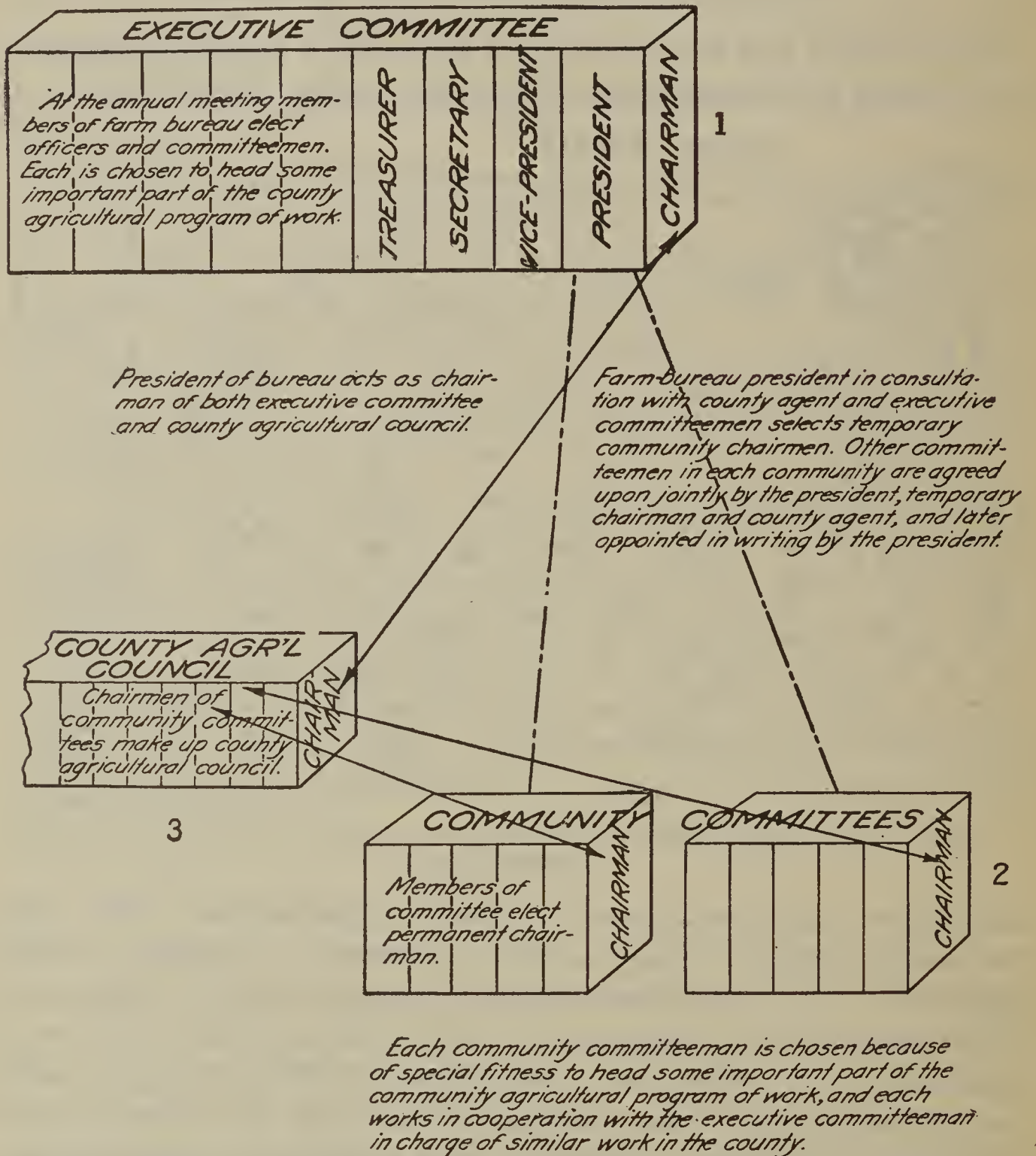


FIG. 6.—Plan of electing or appointing farm-bureau officers and committees.

ing cloth, dividing it into communities by means of broken or dotted lines. (See fig. 5.) For convenience in locating the work, township lines, the principal streams, railroads, and villages may be shown. From this tracing any number of prints can be made.

(a) By means of symbols or of different-colored crayons, preferably the latter, community centers, local organizations, demonstrations, demonstration meetings, members, and committeemen of the bureau may be located. At the end of the year the distribution of the past

year's work may be easily noted. Some communities may be found to have had practically no work, while others may have been over-supplied.

(2) *Chart of county showing distribution of work by communities.*—In order still further to assist the agent and committeemen in studying the county problems and in planning the work, a chart may be kept along with the map. (See S. R. S. Doc. 51.) A study of this chart will usually furnish a solution to the problem of why

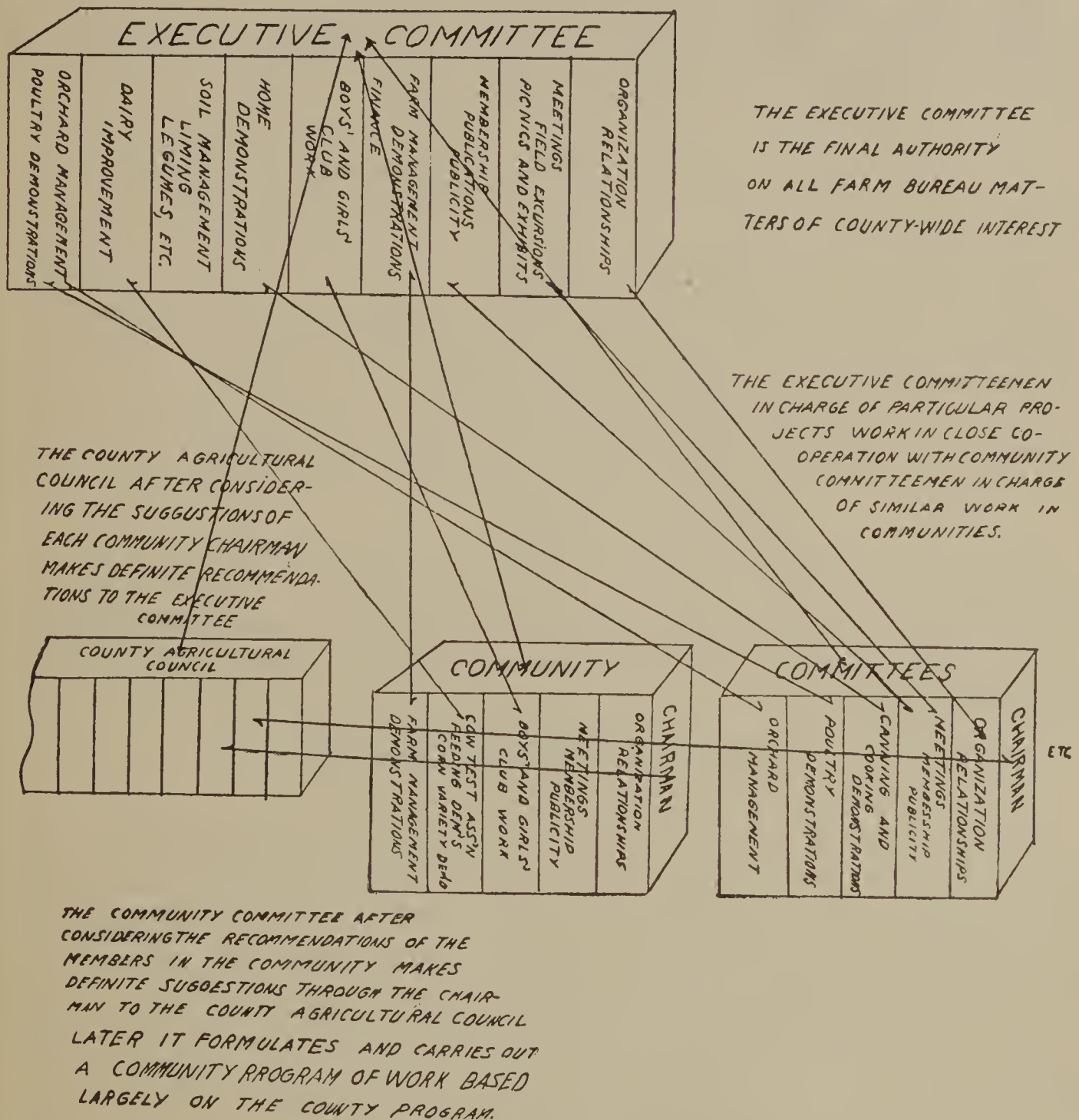


FIG. 7.—Plan of organizing county work.

certain communities have not been receiving their share of the work. Perhaps the local committee has not been active or perhaps the people are more backward, due to poor soil or climatic conditions.

If outline sheets are prepared and placed in the agent's field notebook for recording this information, only a few minutes' time each week will be necessary for keeping the chart and map up to date.

(3) *Organization charts.*—Charts similar to figures 6 and 7 may be prepared showing the important features of the organization plan.

(4) *Series of charts for developing the program of work, and showing the relation of projects to it.*—A series of charts may be employed by the county agricultural agent in formulating with the assistance of the county agricultural council, a permanent county program. It may also be used by the agent in presenting this program to the various community committees, and at the same time showing the relation of the various projects to it. (See Form 113, Office of Extension Work North and West.)

(5) *Chart showing a plan for farm-bureau work.*—At a recent conference the county agents in New York adopted the following plan to be applied to the program of work:

“Plan your work and work your plan.”

Plan_____	1. Committee conferences.
	2. Community program.
Discussion_____	3. Community meetings—Granges and clubs, farmers' institutes, demonstration schools, special.
Cooperative action___	4. Auxiliary organizations.
	5. Cooperative field and barn demonstrations.
Demonstration_____	6. Demonstration meetings and inspection tours.
	7. Reports and exhibits of results.
	8. Individual assistance.

This plan should furnish a splendid outline for use in chart or blackboard form for explaining to committees and meetings the various steps necessary to be taken in planning and developing the program of work.

#### NOTICES OF COMMITTEE MEETINGS.

Several days previous to each committee meeting a brief notice should be sent to each committeeman concerned, giving the subject for discussion and name of each person who will take a prominent part. This will enable them to be better prepared to discuss the matter at hand and will lend life to the meeting itself. If the program is carried out each time as outlined in the notice, the committeemen will be more ready to attend committee meetings than if no definite plans have been made and no special notice given. So far as possible, maps, charts, and blackboards should be used by those who lead the discussion in graphic presentation of the work. The important points to be placed in the minutes may be written on the board and finally approved. In this way committeemen will have a better chance to see what is being discussed and approved.

## FARM-BUREAU MEMBERSHIP CAMPAIGN.

### ADVISABILITY OF SYSTEMATIC CAMPAIGN TO GET MEMBERS.

It seems advisable, after the complete organization of a farm bureau to have a definite period of time in which to get members. Such a plan does away with the half-hearted solicitation of members throughout the year by committeemen, a procedure which not only is ineffective but in which there is real danger, since some farmers hesitate to attend meetings and demonstrations where the membership question is constantly brought up.

In organizing a farm bureau, however, it is advisable to have a systematic membership campaign precede organization. This may be continued at all meetings at which the bureau is explained for the first time, and also at the first annual picnic of the bureau and at the county fair. After this first year the campaign should be limited to the annual and winter community meetings, usually followed by a house to house canvass and solicitations by mail. The distribution of ribbons, buttons, or badges bearing appropriate emblems to the members of the bureau will act as an incentive for other farmers to join. Such insignia may be worn at important meetings of the bureau.

### WHEN MEMBERSHIP CAMPAIGN SHOULD BE MADE.

In most northern counties it seems advisable to begin the membership campaign at the annual meeting and to continue it through the winter community meetings, in order to reach every community in the county. Community committeemen should continue their efforts 7 to 10 days following each winter meeting, depending upon the size of the community. As many of the old members will renew their memberships by mail, statements should be sent to all members preceding the winter campaign. The local committeeman should endeavor to see personally all interested persons who have not joined nor renewed their membership. Suitable letters may also be sent to delinquent members shortly before the close of the campaign.

### ORGANIZATION OF THE CAMPAIGN.

(1) *Duties of county agent.*—In the organization of the campaign, as in all other farm-bureau matter, it is the duty of the county agent to exercise leadership and to help organize the movement. In consultation with the executive committee and the county-agent leader, a systematic and effective campaign should be planned. At the organization meeting of the community committees the county agent should coach these committees in the most effective methods of conducting a campaign.

The county agent should see that the community committeemen who are doing the actual soliciting are well informed as to the reasons for membership, and that they are in possession of all facts as to what the bureau has accomplished as well as the program for the coming year. The county agent should also prepare news matter for publication before and during the campaign, and in every way possible should assist in the organization and carrying out of the plans.

(2) *Duties of the executive committee.*—While it is the duty of the county agent to be largely responsible for the planning or organization of the campaign, the real responsibility for it lies with the executive committee, and especially with that member of this committee who has this work immediately in charge. No movement should be made without the full authority of this body, and everything that is done in the way of publicity, dealing with committeemen, and soliciting members, should be done in its name. The members of the executive committee should be so thoroughly conversant as to reasons for membership, and the work of the bureau, that they may act as leaders in the campaign and assist the community committeemen in carrying it out.

(3) *Duties of the community committees.*—The community committeemen must actually solicit and secure membership to the farm bureau. This means that they must be well informed as to the work of the bureau and the reasons for membership. These reasons only should be advanced in soliciting memberships, since experience has indicated that the interest of members secured on the basis of personal friendship to the solicitor, or merely to help a good thing along, is not likely to be of a lasting quality, nor are they usually men who will renew their membership.

The community committeemen should feel that they are local representatives of the farm bureau and believe in the work which the farm bureau is doing.

#### RENEWALS.

It seems advisable to date all memberships from January 1, otherwise considerable unnecessary time both on the part of the committeemen and the secretary will be required.

#### MEMBERSHIP CARDS.

In carrying out a membership campaign and in maintaining a list of members, giving receipts, etc., some sort of a membership card is advisable. When a farm-bureau paper is published, the form of membership card shown in figure 8 is recommended to comply with the requirement of the Post Office Department that such papers have definite lists of subscribers in order to secure the second-class rate.

This card should be made of such material that it may be preserved by the member for at least one year.

#### MEMBERSHIP BOOKLET.

In some counties, particularly in those where a farm-bureau paper is not issued, it may be found desirable to supplement the membership card with a membership booklet. This should contain a full history of the farm bureau in the county, constitution and by-laws, the names and addresses of the officers, committeemen and members, a brief outline of the results of the previous year's work by projects, plans and recommendations for the coming year, sources of good seed, lime, etc., to be used in demonstrations, and a few questions covering points on which information may be desired.

These books, containing the answers to the questions asked, should be handed in by the members at the end of the year, together with the membership fees for the next year. A new booklet and membership receipt should then be sent to the members. The following is a suggestive form to be used in this booklet explaining an oat-smut project:

#### OAT SMUT.

Oat smut always causes more or less loss in the oat crop. The extent of loss is not usually recognized, since the dark heads usually occur on short straw. Home-grown seed is usually badly infected, and if

weather conditions are favorable even greater loss may be expected this year than last year, when the average percentage of smut in 41 untreated fields was 5 per cent. The loss on a 40-acre average crop was 2 bushels per acre. There are approximately 35,000 acres of oats in this county, and at 50 cents per

I, ----- HEREBY APPLY FOR MEMBERSHIP IN THE TWIN FALLS COUNTY FARM BUREAU and agree to pay \$1.00 a year membership dues, annually, until I resign in writing, which includes subscription to the Twin Falls County Farm Bureau News, at the rate of 50 cents a year. Name-----Community----- Date-----Amt. Paid----- Solicitor-----		Twin Falls, Idaho-----191----- Mr.----- To THE TWIN FALLS COUNTY FARM BUREAU DR. To membership dues at 50 cents per year. From-----To----- To Farm Bureau News for same period at 50 cents per year. Received payment:----- Title-----
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FIG. 8.—Membership card.

bushel this means a loss of about \$1 per acre, or \$35,000 in the county. This loss can be prevented by treating the seed oats at a cost of less than 8 cents per acre, including labor and material.

*Treatment.*—Mix 1 pint of formaldehyde (37–40 per cent strength) with each 40 gallons of water. Spread seed oats in thin layer on clean floor, canvas, or in wagon box. Sprinkle with solution, shoveling over until every kernel is wet. Allow 1 gallon of solution for every bushel of seed treated. Cover seed with sacks wet with solution. Leave at least 5 hours before spreading out to dry.

*Precautions.*—Use fresh solution which has not been long exposed to air. Wet seed enlarges, requiring more seed per acre. Do not expose moist seed to freezing. Do not put treated seed in sacks, bins, or machinery previously used for smutted oats without first applying solution thoroughly to these.

*Check area.*—Leave at least half an acre (one or more drill widths across field) to be sown with untreated seed for check on results. See that soil and other conditions in both parts of field are alike. Arrangements have been made with all local druggists in county to have a fresh supply of formaldehyde on hand.

1. Did you treat your oats?\_\_\_\_\_
2. Did you leave untreated strip?\_\_\_\_\_
3. How many acres did you sow to treated seed?\_\_\_\_\_
4. Out of every hundred heads of oats about how many were smutted in area sown with untreated seed?\_\_\_\_\_ With treated seed?\_\_\_\_\_
5. How much do you estimate yield was increased where treated seed was used?\_\_\_\_\_
6. How many acres of oats do you intend to sow next year?\_\_\_\_\_
7. How many acres will be sown with treated seed?\_\_\_\_\_

#### MEMBERSHIP SIGNS.

The posting of a waterproof membership sign in a prominent place near the highway on the farm of each member has been successfully tried out by a number of farm bureaus. It has been found valuable as a means of securing members, encouraging greater pride on the part of those members in the organization, and in gaining prestige for the bureau in the community, in the county, and (where adopted as a State-wide policy) in the State.

#### RELATION OF MEMBERSHIP TO FARM-BUREAU PAPERS.

Experience has shown that a county can secure more members and hold the members together in a more efficient manner by publishing a farm-bureau paper, made up largely of local material. This seems to be one of the reasons which the average farmer can readily grasp as to why he should pay for a membership in the farm bureau.

#### NEED OF EDUCATIONAL WORK TO EXPLAIN REASONS FOR FARM-BUREAU MEMBERSHIP.

One essential point to keep in mind is that it is not so much the membership fee that the farm bureau needs as it is the member's interest. This interest can be aroused through results accomplished and through preparation by the secretary of the bureau or the chair-

man of the membership campaign committee of timely letters and newspaper articles on the progress of the organization, pointing out and making the public acquainted with the idea that the farm bureau belongs to the members, its success depending upon their membership and interest in the bureau's work.

#### A FEW REASONS FOR MEMBERSHIP.

(1) The farm bureau gives a direct benefit to its members which nonmembers are not entitled to. All such work as special quotations and rates on live stock, advertising products through the exchange column of the farm-bureau paper, etc., is more of a personal than a public benefit and should be paid for by the person receiving it in the form of a membership in the farm bureau.

(2) Each member will receive the county farm-bureau paper as part of his membership. The editorial committee will give seasonal information, results of demonstrations, meetings, etc., and plans of work. Practical men will be urged to contribute short articles.

(3) Each one who becomes a member of the farm bureau indorses its work. He has a proprietary interest in the work and gives it his hearty cooperation and support.

(4) The kind of work done will depend upon the demands of the members and committeemen. A member shows his public spirit by helping with his vote at the annual meetings of the bureau and with his influence to direct this work along the right lines.

#### THE FARM-BUREAU PAPER.

A farm-bureau paper is of the utmost importance as a means of disseminating useful information, securing members, and retaining their interest. It corresponds to the paper issued by a lodge or a church to its members. It gives the cream of important local agricultural news matter and farm-bureau activities, and may present:

(1) A seasonal program of work, including useful activities for the succeeding month.

(2) Any demonstration matter that has to do with the good crop or live stock of any farm-bureau member.

(3) The exchange column facilitates sale and exchange of live stock, seed, farm produce, etc.

*Suggestions.*—(1) The make-up should be attractive.

(a) Good paper.

(b) Plain and dignified.

(c) Typographically, rather better than the average publication which comes into the farmhouse.

(2) A good form is 8½ inches wide by 11 inches long, or 9½ inches wide by 12 inches long.

(3) Usually four pages are sufficient, and eight pages should be the maximum.

(4) The editorial page should be reserved by the county agent for the presentation of important policies, etc., of the farm bureau with suggestions and precautions.

(a) It is probably advisable for the name of the county agent to appear in the paper only as one of an editorial committee or board or not to appear at all.

(5) Advertisements may be secured to pay for the expense of issuing paper. (See precaution b.)

(a) Keep rates low.

(b) Make rates uniform for all issues.

(6) The use of illustrations should be encouraged.

(a) Select illustrations carefully.

(b) Have them contain human and local interest.

(7) Divide paper into departments.

(a) Leading article.

(b) Editorials.

(c) Announcements.

(d) County notes.

(e) Timely topics.

(f) Reports, etc.

(g) Classified advertisements.

(8) County notes: Short, newsy paragraphs on agricultural happenings in the county are important in arousing and holding interest.

(9) Encourage contributions by local men.

*Precautions.*—Avoid competition with local newspapers, agricultural journals, or trade papers.

(1) Avoid long articles or academic discussions.

(2) Solicit no general advertising.

(a) A limited amount may be accepted if offered, especially live stock and farmers' supplies not generally advertised.

(b) Pure-bred stock, good seed, lime, and other important supplies not usually widely advertised may be considered as legitimate advertising.

Before starting the publication of the farm-bureau paper, it is advisable for the editorial committee to explain its purpose to the management of all local papers in the county.

### ORGANIZATION PROJECT.

Every county having a county organization, or contemplating one, should have a farm-bureau organization project giving a plan for the development of the county organization and its relationship to existing agricultural organizations in the county and setting forth plans of work.

In a county having an agent and contemplating the organization of a bureau, the object of the project should be to develop a strong

farm bureau capable of continuous service in the promotion of county-agent work in the county. Each year the project should be revised to cover any new phases of the work which are to be developed by the organization.

One county agent has drawn up a project with the following object: To organize a strong farm bureau in the county and make its work continuously effective—

- (1) By securing a membership of not less than 300.
- (2) By organizing committees in about 35 communities, each composed of a chairman and from two to six other committeemen.
- (3) By electing a strong executive committee of nine members, each member chosen to lead some project or important line of work.
- (4) By federating the efforts of existing agricultural organizations.
- (5) By publishing a farm-bureau paper, one issue of which will be the live-stock breeders' directory of the county.
- (6) By holding in conjunction with the county live-stock associations a farm-bureau picnic and stock-judging demonstration and contest.
- (7) By instituting a fall festival and live-stock exhibit and encouraging the holding of community exhibits.

A brief history of the work in the county then follows.

The methods of procedure include a detailed statement of the plans for conducting each of these activities, the membership campaign and selecting and training committees; plans for federating the efforts of existing organizations through representation on the committees of the bureau, and for assistance to be given in planning and promoting their programs of work; and plans for publishing a farm-bureau paper and live-stock directory and for holding the annual summer picnic and fall festival.

Following this a detailed program of work is given for the bureau by months and weeks for the year, showing the assistance the committeemen and members are to render in planning and developing each project.

Such a program in outline form follows. It has purposely been made of a general nature so that it may be fitted into almost any county having or contemplating a farm bureau. It begins with the month of October so that the development of plans for the next year may be indicated. Probably it provides for more work than can at first be undertaken, but the aim has been to furnish a guide for the development of plans of organization so that in a year or two practically every item may be carried out with the minimum amount of effort on the part of the county agent or any one member of the bureau. It contemplates work for every member of the bureau.

## SUGGESTIVE PROGRAM OF WORK FOR A FARM BUREAU.

- October-----1. Regular monthly meeting of executive committee.  
 (a) To make plans for meeting of county agricultural council.
2. Field meetings on demonstration farms, etc. The chairman of the community committee should be in charge of arrangements and preside at all local community and demonstration meetings.)
3. Letters signed by president will be sent to each member requesting suggestions to be used in formulating a county program of work.
4. Meetings of each community committee to make recommendations to the county agricultural council.
- (Last week)----5. County agricultural council meeting. (Luncheon suggested.)  
 (a) To discuss recommendations of community committees and to recommend a program of work for the next year.  
 (Each executive committeeman presents a plan of and leads discussion on that part of the work of which he is in charge.)  
 (b) To discuss dates and location of and speakers for annual and winter community and demonstration meetings. (Committeeman in charge of meetings presents plans and leads discussions.)  
 (c) To discuss the membership campaign. (Committeeman in charge of the campaign presents plans and leads discussion.)
- November-----1. Regular monthly meeting of executive committee.  
 (a) To prepare and adopt yearly program of work from recommendations of the county agricultural council.  
 (b) To approve plans for winter meetings, membership campaign and annual meeting.
2. County agent and executive committeemen assemble and tabulate results of demonstrations and other work and prepare annual reports.
3. County agent meets with each executive committeeman to outline particular projects for the next year and to prepare maps, charts, and other material for use at winter meetings.
4. Meetings of community committees to discuss—  
 (a) Important results of previous year's work.  
 (b) New program of work and adapt it to local conditions.  
 (c) Winter meetings.  
 (d) Membership campaign.  
 Reasons for membership. (All details for winter meetings and membership campaign will be carefully worked out for each community.)  
 (e) Prospective demonstrators and cooperators.

- December-----
1. Annual meeting of the farm bureau. (Members wear badges.)  
(Membership campaign begins.)  
a. m. Business session.
    - (a) Reports of accomplishments of bureau for previous year and recommendations for coming year by the executive committeemen and county agent.
    - (b) New county program of work presented.
    - (c) Election of officers.
  - p. m. (Short musical program.)
    - (a) Remarks by president. (10 minutes.)
    - (b) Remarks by county agent. (10 minutes.)
    - (c) Short address by county-agent leader. (15 minutes.)
    - (d) Address by one prominent speaker.
  2. Winter community meetings begin.
    - (a) Demonstrators and cooperators secured.
    - (b) Membership campaign continues at each meeting and lasts from 7 to 10 days thereafter, making possible a personal farm-to-farm canvass of those who have not attended either annual or community meeting.
  3. County agent meets with president-elect of the bureau to nominate temporary chairmen of community committees for next year and to appoint standing committees of executive committee.
  4. County agent writes projects.
- January-----
1. Regular monthly meeting of executive committee.
    - (a) Organization for year.
    - (b) Approval by committee of temporary community chairmen and standing committees.
    - (c) Final discussion of program of work to acquaint each committeeman with duties.
    - (d) Adoption of projects.
  2. Appointment of temporary community chairmen in writing by president.
    - (a) Asks each to help select committeemen for his community. (County agent, accompanied by president, should endeavor to visit personally each temporary chairman to discuss the selection of new committeemen.)
  3. Winter meetings and membership campaign continue.
- (Second and third weeks)-----
4. Meetings of community committees. (All prospective committeemen invited to attend and at meeting asked to serve.)
  5. Appointment in writing by president of those who have agreed to serve as community committeemen.
  6. Meetings of standing committees with presidents of subordinate organizations to make yearly programs of work.

(First week) ----7. Stock-judging and barn-feeding demonstration meetings.  
(If a county-wide meeting, the executive committeeman in charge of live-stock work will make arrangements and preside at meeting. (See live-stock project for details.))

February -----1. Regular monthly meeting of executive committee.  
(a) Standing committees are expected to make oral or written reports of progress, at this and all succeeding monthly meetings, followed by general discussion and plans for month.  
2. Winter meetings and membership campaign close.  
3. Farm-management demonstrations. (Executive committeeman in charge closely follows and assists with work.) (See farm-management demonstrations project for details.)

March-----1. Regular monthly meeting of executive committee.  
(a) Committeeman in charge presents results of membership campaign.  
(b) Committeeman in charge presents results of winter meetings.

April-----1. County agricultural-council meeting to discuss summer work.  
(a) Present map showing location of demonstrators and cooperators by communities for coming year.  
(b) Arrangements for summer demonstration meetings.  
(c) Arrangements for field excursions.  
(d) Arrangements for farm-bureau picnic and county-fair exhibit.  
(Plans (b, c, d) presented and discussion led by the executive committeemen who have this work in charge.)  
(e) Appointment of special committees.

(First week) ----2. Regular monthly meeting of executive committee.  
(a) Discussion and adoption of suggestions of council.  
(b) Standing committeemen submit the completed plans of work of subordinate organizations, etc.  
3. Meeting of new community committees. (County agent and president of bureau should attend these meetings.)  
(a) Election of permanent chairman and permanent secretary.  
(b) Plans for the year thoroughly discussed.  
(c) Duties and privileges of committeemen explained.  
(d) Map and chart of previous year's work presented and compared with map showing distribution of demonstrators and cooperators for coming year.

- April (first week) --- 4. Demonstration meetings. (Orchard, oat-smut control, etc.) (See minor projects covering this work for details.)
5. Cooperation with school superintendents in boys' and girls' club work. (See project on boys' and girls' club work for details.)
6. Community committeemen assist in starting field demonstration work and in measuring fields and check strips.
- May ----- 1. Regular meeting of executive committee.
2. Field meetings, demonstration work, etc.
- June ----- 1. Regular meeting of executive committee.
2. Field excursion to post demonstration farms. (Conducted by executive committeeman in charge of this work.)
3. Visits by community committeemen to all boys' and girls' club members in community.
4. Field meetings, demonstration work, etc.
- (a) Alfalfa day—auto excursion, etc. (Supervised by executive committeeman in charge of this work.)
- July ----- 1. Regular meeting of executive committee.
2. Meeting county agricultural council to discuss summer and autumn work and arrange details of farm-bureau exhibit at county fair.
3. Farm-bureau picnic. Members wear badges.
- (a) Games and sports.
- (b) Demonstrations in stock judging, etc.
- (c) One interesting speaker.
- (Supervised by executive committeeman in charge of picnics.)
4. Field meetings, excursions, and demonstration work.
- August ----- 1. Regular meeting of the executive committee.
2. Field meetings, etc. (Poultry demonstration, etc.)
3. Canning demonstrations.
- September ----- 1. Regular meeting of executive committee.
2. County-fair exhibit. (Supervised by executive committeeman in charge of exhibits, etc.)
- (a) Committeemen assist.
- (b) Arranged in sections according to projects.
- (c) Rest room for farm-bureau members and friends.
- (d) All members wear badges.
3. (Fruit-packing demonstrations, etc.) (See orchard project for details.)

### LOCAL FARMERS' ORGANIZATIONS.

Local farmers' clubs, associations, etc., should be organized whenever there is a specific object for organizing and when the local people are not only ready but willing to shoulder the responsibility of an organization. These organizations may take the form of granges, locals of the society of equity, farmers' unions, farmers' clubs, seed-

growers' associations, live-stock associations, dairy-improvement associations, study clubs, etc.

Many agents have initiated organization work in a county with the idea of starting some kind of a club or association in every community without such an organization. In some communities there was no need for organization, while in others after organization no definite assistance or encouragement in a definite plan of work was given. This resulted in many organizations becoming inactive, and both the agents and the local people have become discouraged with this kind of work.

The ideal plan seems to be to begin work first in an unorganized community with a small community committee. After this committee has met frequently and its members have learned how to work together and carry out a definite community program of work, the need of some sort of an organization to meet the social needs of the people and assist them in developing the agricultural possibilities of the community, either as regards production or marketing, will become apparent.

If at any time after organization the club or association is found to have served its purpose its work should no longer be continued as an organized club but handled as formerly, through a committee.

#### **COOPERATIVE AGREEMENT BETWEEN THE FARM BUREAU AND LOCAL ORGANIZATIONS.**

In order to make the local associations continuously active and to secure greater cooperation in developing and promoting the agricultural program of the farm bureau, the plan of drawing up a definite project or memorandum of understanding between the bureau and those local organizations which are not a part of the bureau is being tried in one State. One such project drawn between the farm bureau and a grange has the following purpose:

It shall be the aim of the ----- Grange and ----- County Farm Bureau to improve the agriculture of this community by:

- (1) Encouraging the use of good sires and better rations.
- (2) Encouraging the growing of soy beans, alfalfa, etc.
- (3) Encouraging cooperative marketing.
- (4) Starting an extension school.

Under "method of procedure" definite statements are made of the work each party to the agreement will do. A few of these follow:

The county agent shall present at an open meeting of the grange the advantages of keeping a good pure-bred sire, using such charts and illustrative matter as he may be able to collect. An effort shall be made to have at least one member of the grange give from actual experience the results he has secured through better breeding.

The grange shall appoint and authorize a purchasing committee to secure farm supplies such as fertilizers, lime, feed, seeds, etc. The county agent shall make recommendations as to formulas, rations, kinds, etc.

A crop-production committee shall be appointed by the grange to cooperate with the local farm bureau committee and the county agent in carrying on four soy bean and five alfalfa demonstrations in the community, etc.

The following statement appears at the close of the "cooperative agreement:"

It is understood that the program of work mentioned above shall not be confined to grange members but shall be open to all farmers in the community. It is believed that the carrying out of this program will make the grange of more service to the community and will result in a larger, stronger, and better grange.

In compensation for services rendered by the farm bureau and the county agent, the grange will assist the farm bureau membership committee in securing farm-bureau members in the community.

Signed by the master of the grange, the president of the farm bureau, and the county agent.

#### PACKAGE-LIBRARY SERVICE.

A very efficient means of bringing about a close cooperation between the farm bureau and local organizations in the county is the introduction and promotion of a package-library service.

The object of the package library is:

To supply in compact form practical, accurate information on subjects of interest to farmers' clubs, granges, etc., the discussion of which may form part of a program.

The same service may be supplied to individuals in localities where there are no local library facilities.

The library may consist of a collection of pamphlets, clippings, or typewritten matter on a given subject with an outline brief of the material in an expository or argumentative form with a pamphlet of instructions or an oral presentation of such material. (Montana College of Agriculture.)

Libraries may be supplied to local organizations by the county agent and the committee on publicity and publications of the farm bureau in cooperation with the extension force of the college and local schools of agriculture. For instance, if a grange is to discuss the subject, "Pure-bred *v.* grade stock," at one of its meetings, the county agent, assisted by his committee, may prepare an outline of the important points which in their estimation need to be brought out in a debate of this nature. They should submit this outline to the local teacher of agriculture or to the extension division of the college for approval. The material itself may be collected by the students as a laboratory exercise. After being approved by the agricultural instructors, the agent, and committee, it will be forwarded to the grange for which it was prepared.

The package library differs from the traveling library in that there are no expensive books, and the material is so arranged and certain passages marked that the farmers can secure the desired information with the least possible effort.

After a package library on any subject is once prepared it can with slight revision be used by a large number of organizations and individuals.

#### PROGRAMS FOR LOCAL CLUBS.

Some of the agents, in order that the local organizations may discuss matters relating to the agricultural program of the farm bureau, have prepared lists of subjects and programs. These, together with references, have been sent to each grange and farmers' club in the county. While not as effective as the package-library plan, it nevertheless is a very valuable service. The following are sample programs sent out by an agent in Vermont:

#### MILK.

- (1) Composition of milk.
- (2) Dairy products manufactured from milk. Description of each process.
- (3) Care of milk from time drawn from cow to time of consumption.
- (4) Care of cream on farm.
- (5) Milk and other dairy products as a food. Compare cost with that of other foods. (This subject might be accompanied by supper made up entirely of dairy dishes.)

#### References:

Production of Clean Milk. United States Department of Agriculture, Farmers' Bulletin 602.

Food for Young Children. United States Department of Agriculture, Farmers' Bulletin 717.

Milk as a Food. United States Department of Agriculture, Farmers' Bulletin 363.

Care of Cream on the Farm. Vermont Department of Agriculture, St. Albans, Vt.

Foods Prepared from Dairy Dishes. Vermont Agricultural Extension Service, Burlington, Vt.

#### THE FARM BUREAU.

- (1) What it is and how organized.
- (2) History of farm bureau in your county.
- (3) Development of farm-bureau work throughout the United States.
- (4) Discussion of the work.

#### References:

Monthly News Letter of the farm bureau.

Circular No. 1, Extension North, United States Department of Agriculture, Washington, D. C.

Extension Bulletin No. 1, Vermont Extension Service.

Agricultural papers.

#### MEETINGS AND EVENTS OF THE FARM BUREAU.

#### ANNUAL MEETING.

It is very desirable to secure as large an attendance at the annual meeting of the farm bureau as possible. A carefully arranged and well-advertised program for this meeting will strengthen the work in

the county, attract a large number of members, and convince them of the value of the work accomplished and planned for the next year.

A program somewhat as follows is usually arranged for a one-day meeting:

a. m.—Business session:

- (1) Reports of accomplishments of bureau for previous year by the executive committeemen and county agent.
- (2) New county program of work presented.
- (3) Election of officers.

p. m.—(Short musical program).

- (1) Remarks by president (10 minutes).
- (2) Remarks by county agent (10 minutes).
- (3) Short address by county-agent leader (15 minutes).
- (4) Address by one prominent speaker.

This year a departure from the usual program was suggested by a committeeman of the farm bureau in one county, who said, "We have had outside speakers at previous annual meetings. Why not get some of our own good farmers to address the meeting this year?"

This plan was adopted and carried out with excellent results. The following subjects, for the most part relating to important crops in the county, were presented at the afternoon session by successful farmers:

1. Growing of sweet corn.
2. Demonstration on suckering sweet corn.
3. Marketing sweet corn.
4. Value of using certified seed potatoes.
5. Relation of the farm bureau to the county-fair association.

Some farm bureaus have considered the annual meeting so important that personal letters, signed by one of the officers or by the county agent, have been sent to the members inviting them to be present.

The meeting should also be advertised through the farm-bureau paper, the county press, and through the personal efforts of committeemen. It should be held at the most accessible place in the county, and at a time of the year when the farmers are not too busy, and the roads are in good condition.

If a membership campaign is to be started at the meeting, several committeemen should line up outside the meeting place, either on the sidewalks or in the entry way. They should be well provided with membership badges, cards, booklets, and copies of the farm-bureau paper. As each person enters, his membership should be solicited, and a badge, receipt, booklet, and a copy of the bureau paper should be furnished each upon payment of the membership fee. Clerks may be stationed inside to write the member's name and address on a card to be pinned on with the badge.

A poster similar to the following may be used to help advertise a meeting of the farm bureau. It may be printed in large quantities for State-wide use at a greatly reduced expense:

FARM-BUREAU MEETING.

Subject\_\_\_\_\_

Place\_\_\_\_\_

Date\_\_\_\_\_

Time\_\_\_\_\_

The farm bureau wants you to attend this meeting. It needs your advice and suggestions. Agricultural problems of interest to the community will be discussed and definite plans made for future work.

---

EVERYONE WELCOME.

---

LOCAL COMMITTEE.

\_\_\_\_\_, Chairman.

\_\_\_\_\_  
\_\_\_\_\_

COMMUNITY MEETINGS.

It seems very desirable that each community committee arrange for at least one meeting in the community for the specific purpose of discussing local problems. Such meetings may take the form of farmers' institutes, extension schools, or special community meetings, conducted either by the bureau alone or in cooperation with local associations. All of these meetings should be open to the general public.

The programs of these meetings should be confined to the community program of work formulated by the local committees.

The county agent, assisted by the executive committeeman in charge of meetings, should see that every distinct community is provided with a meeting of this sort and that they are properly scheduled and thoroughly advertised by the publicity committee of the county and community. The community chairman will usually preside at the local meeting.

DEMONSTRATION MEETINGS.

At least one demonstration meeting should be planned by the local committee in each distinct community in the county and as many

more as can be conveniently handled. The meetings should be thoroughly advertised. Local committeemen can usually increase the attendance through personal visits and telephone invitations.

The following suggestions are offered to the county agent:

1. Have a community chairman or other local committeeman preside.
2. Ask demonstrator to tell about the demonstration.
3. Use mimeographed or printed summaries to show results of the past year compared with those of preceding years and with similar demonstrations in other counties.
4. Make it easy for persons attending to put the lesson into practice. If advocating the value of lime, distribute a list of sources and prices of lime.

#### FIELD EXCURSION AND DEMONSTRATION MEETING COMBINED.

Frequently field excursions and large demonstration meetings have failed to furnish definite and valuable instruction because of a lack of definite demonstrations, proper publicity, organization of plans, and the cooperation of a large number of county and local committeemen. The county agent and the farm-bureau committee of a fruit-growing county in one of the Eastern States, in planning and conducting one of the largest and most successful field-demonstration meetings held by a farm bureau, furnished a good example of what should be done to make such meetings a success.

Several months previous to the meeting definite demonstrations had been planned in this county as a part of the county program of work largely formulated by the farmers themselves through their representatives in the organization. Excellent publicity was given this demonstration meeting weeks in advance through the farm-bureau publications of several counties, the local press, circular letters, and through the agency of the farm-bureau committeemen, members, and supporters. All of the details of the meeting were carefully planned, and the best of cooperation by local committeemen prevailed.

Nearly 2,000 fruit growers and farmers were in attendance, 400 automobiles being used in the transportation. The program was well organized and smoothly carried out by the committeemen and their assistants, and a great deal of definite and valuable instruction was given. All of the orchards had been mapped and posted, information being given in regard to each. Programs had been printed in the farm-bureau paper showing the location of the demonstration farms and other points of interest, with a description of each. Seven tractors plowed a 10-acre field, six apple orchards

were dusted, inspections were made of four orchards where an effort had been made to control pear psylla, and five orchards where peach-leaf curl had been controlled by fall spraying. At noon addresses were made in a large factory building by three good speakers.

The great success of this meeting was the result of three things: First, a strong series of demonstrations planned several months in advance and carried out successfully throughout the season; second, excellent publicity; third, good organization of plans and the best of cooperation by local committeemen.

#### **FIELD EXCURSIONS OR INSPECTION TOURS.**

These may take the place of or supplement the demonstration meeting and may be made county-wide or confined to a single community or small group of communities. Probably the latter plan is the more effective. The party should be small, only a few demonstrations visited, and the distance between each should be as short as possible. The county-wide excursion, if carefully planned, is of considerable teaching value and furnishes a means of satisfying the social needs of the members of the bureau.

A very effective method was tried recently in one county. The executive committee and a few others started from the bureau office in automobiles and picked up as many of the local people of each community as cared to join the party. Demonstration farms were then visited in as many communities as time permitted. Letters had been sent out several days before telling the farmers it would not be necessary for them to change their clothes, and that only a short time would be needed to visit the demonstration farmers in their community. A large number therefore became interested, and it was frequently necessary for the committee to furnish extra cars for transportation. Many of the farmers visited only the field demonstrations in their own communities, while others accompanied the party on the entire trip.

#### **FARM-BUREAU PICNIC.**

Several of the county farm bureaus have conducted very successful county picnics. For the most part no great effort has been made to make these picnics primarily educational, but rather through such social and fraternal gatherings to encourage the spirit of good fellowship among the members of the bureau and their guests and to get the farm-bureau idea before the people.

The plans for a picnic should be made by the county agricultural council and executive committee several months in advance, and special committees such as financial, refreshment, publicity, games, reception, etc., appointed. Of course the executive committeeman

in charge of meetings, picnics, etc., will take charge of all arrangements, and the one in charge of publicity will take charge of the publicity matter for this picnic, but additional help from other committeemen will probably be needed in order to make the picnic a success. It may be advisable to invite other farmers' organizations in the county to cooperate. Care should be used in choosing a convenient date and place for the picnic.



FIG. 9.—A farm-bureau field excursion and picnic. After luncheon short addresses are given on agricultural subjects.

A suggestive program for such an event follows:

- a. m.—1. Games and sports for boys and girls.
- 2. Demonstration and stock-judging contest for boys and men.
- 3. Canning demonstrations for girls and women.
- p. m.—1. Short address by president of bureau.
- 2. Address by prominent speaker.
- 3. Mule race.
- 4. Ball game.

Band concert during the day. (Farm-bureau members wear badges.)

#### INTER-COUNTY FARM BUREAU EXCURSION OR CONFERENCE.

In a few States the farm bureaus of several contiguous counties, in cooperation with the extension service of the college, have arranged a joint excursion for the purpose of observing demonstration methods in counties other than their own. California has for two years conducted such itinerant conferences with marked success. In these conferences one or more representatives of each farm bureau in the State joined the county agents in a six-day auto trip through five

or six counties. The president of the farm bureau of the county in which the party were traveling was the leader for the day. A meeting was held each night at a farm-bureau center hall, at which the work under way in the county was presented by several members present. The county agent and visiting delegates also made talks. This plan enables the officers and committeemen to broaden their vision and to bring back to their own counties many new ideas for strengthening their work.

Farm-bureau excursions are made also to the State agricultural colleges and experiment stations in order to keep in touch with the work of these institutions. Several States have tried this plan with excellent success.

Sometimes one farm bureau invites another to their county to visit several demonstrations, inspect the best farms, and have luncheon. The next year the compliment might be returned. Cheshire and Sullivan Counties, in New Hampshire, have employed this plan successfully.

A very successful and enthusiastic joint farm-bureau meeting and picnic was held at Weston, Vt., last year under the auspices of the Vermont extension service, and the farm bureaus of Bennington, Windsor, Rutland, and Windham Counties. The farmers and their families made the journey by auto and teams. In addition to addresses by several prominent agricultural workers and the governor of the State, demonstrations in canning and stock judging were given by specialists from the college.

Such joint meetings as the above, if carefully planned, do much to inspire enthusiasm and broaden the outlook of the farm-bureau officers and members while the benefit from conferring with those engaged in similar work tends to increase greatly the efficiency of the farm bureau.

#### FARM-BUREAU EXHIBITS AT AGRICULTURAL FAIRS.

Exhibits at agricultural fairs offer a splendid opportunity in most counties to place the results of the farm-bureau work of the season before a large number of persons. The executive committeemen of the farm bureau, in charge of exhibits, meetings, etc., should assist the agent in securing from the fair board such space as may be required, so located that the farm bureau may be seen by most of the people in attendance at the fair.

The following committees should be appointed to assist the committeeman in charge and the county agent: (1) Securing exhibit material; (2) arrangement of exhibit; and (3) reception.

The kind and amount of exhibit material should be decided on several months in advance of the fair, and definite arrangements made

with demonstrators to deliver the material to the fair grounds on a definite date. Usually the county agent will need to make most of the plans, of course having them approved by the executive committee. He will need to have a general oversight of the work throughout the summer as well as during the fair period itself. He should have the definite plans in mind in order to secure photographs, make charts, and assist in collecting the desired demonstration material.



FIG. 10.—Farm-bureau exhibits at a county fair, showing rest room for members and friends and educational exhibits arranged by projects.

The exhibit should be arranged by major projects with a limited amount of good live material relating to each. Only a sufficient number of charts should be used to make clear the important features. Long detailed charts should be avoided. Under the county organization project, a rest room and headquarters for the use of farm-bureau members and their friends should be provided. One or more members of the reception committee should be in attendance at all times during the fair period to explain the work of the bureau to all inquiring persons.

It is suggested that the officers, committeemen, and members wear their badges.

## COMMUNITY SURVEY.

It is very difficult to make and develop county and community agricultural programs of work without knowing something of the actual conditions and problems existing there. A large amount of knowledge is at hand and needs only some systematic effort to tabulate it.

In some counties community surveys are now being made by the local farm-bureau committees. For the most part the work is done in committee conferences under the guidance of the county agent. This survey includes an analysis of the crops, live stock, soil, and social conditions of the community.

If such a survey is continued each year for a number of years it will not only make a complete record of the agricultural and social development of the community, but will furnish a systematic means of planning the agricultural program of the community so that such development may be made possible. After the first year's experience the community committeemen will be able to conduct such a survey with very little help from the county agent. This work may be expedited if a certain part of the survey is assigned to the committeemen especially interested in that phase of the work.

## COMMITTEEMEN AID IN FOLLOW-UP WORK.

Farm-bureau committeemen have not only been very helpful in securing demonstrators, but they have rendered valuable assistance in visiting and encouraging individual demonstrators to follow directions and continue their work to a successful conclusion. Committeemen have helped in weighing or checking up results of demonstrations and in arranging for the meetings and other means used in acquainting the people of each community with the work accomplished.

Trained committeemen in many counties have made counts of smutted heads in fields sown with treated and untreated seed oats, weighed or estimated yields in field demonstrations, and arranged for other methods of checking up results. They have been able to help very materially in keeping the farm bureau thoroughly informed in regard to hog-cholera outbreaks, crop conditions, etc., by means of return post cards, circular letters, and 'phone calls.

Care in selecting, training, and guiding committeemen will insure their active cooperation in follow-up work as well as in all other work connected with the development of the agricultural program.

## CONSTITUTION AND BY-LAWS FOR A FARM BUREAU.

(One department.)

### ARTICLE I. *Name.*

The name of this organization shall be the ——— County Farm Bureau.

### ARTICLE II. *Object.*

The object of this bureau shall be to cooperate with the ——— State college of agriculture and the United States Department of Agriculture in agricultural-extension work through the employment of county agents and other local leaders and to assist such agents and leaders in the work of promoting the agricultural development of ——— County so as to make farming more profitable and farm life more attractive.

### ARTICLE III. *Membership.*

Any person willing to aid in the agricultural development of the county may become a member of this bureau by paying the membership fee.

### ARTICLE IV. *Fees and Dues.*

SEC. 1. A minimum annual fee of one dollar shall be charged for active membership in this bureau, but there shall be no restrictions on voluntary subscriptions authorized by the bureau for special purposes.

SEC. 2. The annual dues shall be payable on January 1 of each year.

SEC. 3. Any member in arrears for dues after April 1 of each year shall no longer be entitled to the privileges of the bureau.

### ARTICLE V. *Officers.*

The officers of this bureau shall consist of a president, vice-president, secretary, and treasurer, all of whom shall be elected by the members for a period of one year and shall serve without compensation until their successors shall be elected.

### ARTICLE VI. *County Agent and Other Local Leaders.*

SEC. 1. The county agricultural agent, the boys' and girls' club leader, the home-demonstration agent, and other paid local extension workers, shall be elected by the executive committee from a list of candidates submitted by the extension director. The election of the agents and the amount of their compensation shall be subject to the approval of the State college and the United States Department of Agriculture.

SEC. 2. The duties of the agents shall be specifically set forth in the memorandum of understanding between the extension service of the ——— State college and the ——— county farm bureau.

### ARTICLE VII. *Executive Committee.*

The executive committee shall consist of (nine) members elected as follows: The president, vice-president, secretary, and treasurer shall be members ex-officio, five members at large shall be elected at the annual meeting of the bureau for a period of one year, one member may be nominated by the Pomona Grange, one by the federated farmers' clubs (etc.), and selected by the bureau at its annual meeting.

ARTICLE VIII. *County Agricultural Council.*

The county agricultural council shall consist of the chairmen of the community committees as hereinafter provided for.

ARTICLE IX. *Community Committees.*

The president of the bureau in consultation with the county agent shall appoint a temporary community chairman in each community in the county as determined by the executive committee. Two to four other community committeemen in each community should be appointed by the president upon recommendation of the temporary chairman, executive committeemen, or county agent. All appointments must have the approval of the executive committee and shall be made for a period of one year. At the first meeting of the community committee the members of the committee shall elect a permanent chairman and a secretary.

ARTICLE X. *Duties of Officers and Committees.*

SEC. 1. The president shall perform such duties as usually pertain to the office of president. He shall have the power to fill such vacancies as may occur in any office or committee. He shall preside at all meetings of the bureau, the executive committee, and the county agricultural council. He shall, in conjunction with the secretary, make requisition on the treasurer for such sums of money as shall be required for disbursement. He may call special meetings of the bureau or any of the committees whenever he deems it advisable. On the application of any 24 members of the bureau he shall call special meetings of the bureau when the demand is made in writing setting forth the object of such meetings. He shall appoint temporary chairmen and other members of the community committees as hereinbefore provided for, and shall assign regular duties to the members of the executive committee.

SEC. 2. The vice president shall perform the duties of the president in case of his absence or disability.

SEC. 3. The secretary shall perform such duties as usually pertain to the office of secretary. He shall serve as secretary at all meetings of the bureau, the executive committee, and the county agricultural council.

SEC. 4. Upon written requisition by the secretary and countersigned by the president, the treasurer shall draw all checks and vouchers for the disbursements of this bureau. The treasurer shall give bond to the amount determined by the executive committee, the cost of which bond shall be paid by the bureau.

SEC. 5. The executive committee, in consultation with the county agent, shall outline the general policy of the bureau and shall superintend and direct the work of the bureau in the county. It shall perform such functions as are necessary for the efficient execution of the work of the county agent. It shall have the power to enter into a memorandum of understanding with the State extension director for the purpose of hiring county agents and to transact all the business of the bureau.

SEC. 6. The county agricultural council shall make suggestions and recommendations to the executive committee.

SEC. 7. The community committees shall represent the bureau in their respective communities. They will help to arrange for meetings and demonstrations, cooperate as far as possible with the county agent in his work, and shall secure local memberships in the bureau. The chairmen of these committees shall submit the recommendations of the committee to the county agricultural council.

ARTICLE XI. *Meetings.*

SEC. 1. The annual meeting of the members of the bureau shall be held upon the date of the (December) monthly meeting.

SEC. 2. The executive committee shall, unless there is nothing of importance to consider, hold regular meetings (on the second Saturday of each month) at such place and hour as may be named by the president.

SEC. 3. The president of the bureau may call meetings of the county agricultural council at such times and places as may be deemed advisable by notifying all members of the council.

SEC. 4. A chairman of a community committee may call meetings of his committee at such times and places as may be deemed advisable by notifying all members of the committee.

ARTICLE XII. *Quorum.*

SEC. 1. Twenty-four members shall constitute a quorum for all meetings of the members of the bureau.

SEC. 2. Five members of the executive committee shall constitute a quorum for all meetings of the executive committee.

SEC. 3. Representatives of one-third of the organized communities shall constitute a quorum of the agricultural council.

ARTICLE XIII. *Standing Committees.*

The standing committees of the executive committee of this bureau shall be appointed by the president as hereinbefore provided for (Article X) in order that the work of the bureau may be efficiently carried out. For the most part these committees shall consist of only one member and shall be chosen from the members of the executive committee.

ARTICLE XIV. *Order of Business.*

The order of business of this bureau shall be as follows:

1. Call to order by the president.
  2. Reading minutes of previous meeting.
  3. Report of the secretary.
  4. Report of the treasurer and bills and accounts.
  5. Report and recommendations of the county agent.
  6. Reports of committees.
  7. Unfinished business.
  8. New business.
  9. Adjournment.
- (For annual meetings only.)
9. Annual reports of officers.
  10. Annual election of officers.
  11. Adjournment.

## ARTICLE XV.

The constitution and by-laws of this bureau may be altered or amended by a two-thirds vote of the members of the bureau present at any regular meeting or at a special meeting called by the request of 24 members, notice in writing of the proposed change having been given to all members of the bureau at least one week previous to the time of the meeting.

## THE FARM BUREAU AND BOYS' AND GIRLS' CLUB WORK.

The farm bureau should not only be concerned with educational work for mature farmers but should also be interested in extension work for young people. In every county where boys' and girls' club work is to be carried on a project should be prepared which will make use of the machinery of the farm bureau. At least one member of the executive committee should be selected because of special fitness to assist the county agent and local club leaders in planning and promoting the work with the boys and girls in the county. This may often be the county superintendent of schools. One member of each of the committees in those communities where such work is to be carried on should also be selected to serve in a similar capacity in the community.

The leaders of the farm bureau should keep in mind the necessity of training young men and women so that they will be fitted to serve on the committees of the bureau. An occasional invitation to one or two of the young people in the community to attend community committee conferences is one of the best methods of training them for future service on these committees.

## RELATION OF THE FARM BUREAU TO BOTH AGRICULTURAL AND HOME-DEMONSTRATION WORK.

The farm bureau, as the recognized local agency with which the State college and the department deal in all matters relating to agricultural-extension work, will be quite as much concerned with work for the improvement of the home as the farm. The two are inseparable, and in order that there may be no duplication of effort or funds it is strongly recommended that when home-demonstration work is inaugurated in a county having a county agricultural agent or contemplating one that one organization be used for both. Such an organization should provide for women's membership on an equal basis with men.

## PLANS OF ORGANIZATION OF A FARM BUREAU FOR BOTH AGRICULTURAL AND HOME-DEMONSTRATION WORK.

The farm bureau can adapt itself to this work in either of two ways:

(1) By giving representation to those particularly interested in home-demonstration work on the executive and community committees of the farm bureau according to the plan previously stated in this bulletin.

(2) By creating a farm bureau with two departments somewhat as follows:

*Departments.*—The farm bureau, having for its purpose the improvement of agriculture and home conditions through cooperation

with agricultural and home-demonstration agents, may consist of an agricultural department and a home-demonstration department.

*Membership.*—Each prospective member stating his or her preference may be enrolled in either of the two departments.

*Officers.*—The officers of the farm bureau should consist of a president, secretary, and treasurer, all of whom should be elected at a joint annual meeting of the members of both departments. The administrative duties should be those usually assigned to such officers.

*Executive committees.*—There should be two executive committees, one for the agricultural department and one for the home-demonstra-



FIG. 11.—A home-economics club meeting.

Community committeemen for home-demonstration work are usually selected from home-economics clubs and other women's organizations in the community.

tion department. Each should be made up of a vice president, a vice secretary, and from five to seven other members.

The executive committee of the agricultural department should be elected by the members of that department at the annual meeting, and likewise the executive committee of the home-demonstration department by its members.

*Executive board.*—The officers of the bureau and the members of the two executive committees should make up the executive board of the bureau.

*County agricultural councils and community committees.*—Each department should have its own county agricultural council and community committees. The members of the council and committees should be appointed by the vice presidents of the respective departments in the same manner as in a farm bureau with only one depart-

ment. A constitution and by-laws for a farm bureau with two departments may be secured on application to the Office of Extension Work, North and West, United States Department of Agriculture.

## THE RELATION OF THE COUNTY FARM BUREAU TO COOPERATIVE BUSINESS.

The county farm bureau or other organization officially connected with the work of the county agent does not normally undertake to transact cooperative business. It is, however, a legitimate function of the farm bureau to assist officially in organizing subsidiary associations for the cooperative purchasing and selling of farm commodities and in conducting such business along economic lines. As a matter of practice, whenever and wherever satisfactory contracts can be arranged for conducting such business with local dealers they should be given the preference.

A well-organized county farm bureau is probably the most practical safeguard to the county agent against mistakes subjecting him to criticism from other interests. No intelligent body can successfully dispute the right of farmers to organize for the promotion of education along business lines. It is the legitimate and proper duty of the farm bureau to furnish farmers with information which will enable them to develop greater efficiency in all respects, including the securing of their supplies and the marketing of their products in a more efficient manner.

## HOW TO ORGANIZE A COUNTY.

### A COUNTY WHERE NO ORGANIZATION HAS BEEN STARTED AND NO COUNTY AGENT HIRED.

(1) *Leader of the organization campaign.*—The county-agent leader or his assistant should act as the leader in the organization campaign. During the campaign he should be so located that all community chairmen or leaders of community groups can keep in close touch with him and can make reports to him each evening during the campaign. The committeemen in turn should report results of their work to their group leader or chairman at the close of each day.

(2) *Appointment of temporary county organization committee.*—Usually a body of men has already been at work agitating the movement and has secured a county appropriation before the State leader is asked to assist in thoroughly organizing the county. But if no temporary county committee has been appointed the appointment of about five capable men representing all sections and all of the important agricultural interests in the county should be secured. This

committee may contain a representative from the schools (usually the county superintendent of schools if he is interested in the work), one from the grange, one from the federation of farmers' clubs, etc. These men should not only be willing, but so located that they can devote a considerable amount of time to the organization work.

(3) *Newspaper publicity.*—Plenty of good publicity matter, written in a series of several articles and giving the advantages of organization in general, history of the county-agent movement, results of local extension work in other counties, need of an organization to cooperate with the agent, plans for starting the work in this county, and the progress of the campaign, should be given to the local press at the most opportune time before and during the entire campaign.

(4) *First meeting of temporary county-organization committee.*—  
(a) The leader should carefully explain the county-agent work to the county-organization committee and secure its help in making definite plans for a campaign. (The leader should have a very clear idea of what these plans should be and should tactfully work his idea into the discussion.)

(b) The county-organization committee should decide on a definite date for the completion of the membership campaign and the necessary number of members to be secured before that date.

(c) The county-organization committee should assist the leader of the campaign in drawing a map of the county showing the communities and in selecting representative men to serve on temporary community committees. In some communities one man will be sufficient, while in others three may be found necessary. These men should not only be considered for temporary work during the membership campaign but should be selected with regard to their ability to serve permanently in a community committee. In so far as possible a definite distribution of the required membership should be made by communities.

For convenience in starting work in these various communities and in selecting the temporary and permanent committeemen the communities should be classified as follows: Progressive or declining; conservative or radical; rural or urban; type of soil; and kind of farming.

Prospective committeemen should be classified in order that the men selected, so far as possible, may be optimistic, energetic, possess qualities of leadership, and be recognized in their neighborhood as good farmers. Such a classification will be of material assistance, not only in selecting committeemen and in knowing how to handle the first meeting of the community committee, but for future reference as well.

The following chart will be found serviceable in classifying committees:

Community classification chart.

Name of community.	General condition.	Soil.	Kind of farming.	Local organizations.	Approximate number of farmers.	Probable number of prospective members.	Number of temporary committeemen.	Number of permanent committeemen needed.	Remarks.
Lakeville..	Very prosperous, progressive, fairly conservative.	Good limestone and clay loam.	Dairying, with hay, corn, and oats.	1 grange, Lakeville, No. 1650. Master, Wm. Garner.	50	25	3	5	Grange will be willing to cooperate. Teacher of agriculture in Lakeville High School will help. He is well liked in community.
Glen.....	Prosperous, declining, very conservative.	Good limestone and blackslate and clay loam.	Dairying, with hay, corn, and some oats.	.....	60	10	2	3	

(d) Authority to use any one or all of the names of the members of the temporary county-organization committee in letters to local committeemen, in newspaper articles, etc., should be secured, also a promise to telephone local committeemen and others whenever called on to do so by the leader.

(e) Definite arrangements should be made with each member of the county committee to accompany the leader to the conferences with temporary community committees where each can be most serviceable.

(5) *Plans for organizing temporary community committees.*—(a) Arrangements should be made by telephone with the prospective chairman of each community committee to hold meetings of the different committees at their homes, and each should be asked to telephone to prospective committeemen in his community inviting them to be there. (This will supplement the personal letter.)

(b) Personal letters signed by a leading farmer (a member of the organization committee) in the county should be sent to the prospective committeemen, inviting them to meet at the home of the community chairman for the purpose of considering a very important matter concerning the development of agriculture in the community. No mention should be made of the proposed campaign or the committee plan of work.

(c) The leader, accompanied by the county committeeman who can be of most assistance in each community, should meet with each committee in its own community. If time does not permit of visiting

all of the communities, several contiguous communities may be grouped, and all committeemen assembled at some central point. If the time is very limited and the county is small, the entire body of committeemen may be asked to assemble at the county seat or other central point in the county.

(d) County-agent work and plans for organizing the county should be carefully explained by means of charts, maps, and blackboard. Secure the approval of each prospective committeeman. They should then be asked to serve as committeemen, and their promise to do so should be secured before leaving the meeting. Make arrangements for a public meeting in each community and for securing the attendance of a large percentage of the farmers at this meeting.

Buttons or badges may be given to all those who have agreed to assist in the campaign, showing that they are workers.

(e) If all the committeemen are assembled at one central point instead of meeting with them by communities, it may be found more difficult to secure their cooperation; therefore the following procedure should be taken:

Each man present should be asked to sign an attendance card at the very beginning of the meeting. A good speaker should carefully explain the proposed plan and should be followed by an inspiring talker to put ginger in the meeting. Printed cards bearing the following should then be passed around:

1. I believe in the movement.

2. I agree to work ——— hours for ——— days.

Buttons or badges should be provided to hand to those who have signed the card, showing that they are workers during the membership campaign. Leading farmers should pass around to encourage those who are a bit delinquent in signing the card. After the cards are all in, the committeemen should be grouped according to their communities and leaders placed in charge of each group.

(6) *Community organization meetings.*—Following the committee meetings a community organization meeting should be called in each community for the purpose of explaining county-agent work and of securing a representative membership of farmers in the community. These meetings should be thoroughly advertised by means of personal and circular letters, posters, news articles, telephone calls, and personal visits. The local committee will attend to much of this work if properly guided.

At the community meetings the leaders and county and community committeemen should explain county-agent work and the importance of having a large percentage of the farmers as members of the farm bureau. Those present should be given the opportunity to join on condition that a required number of paid-up members are secured

before the fixed date for the big county-organization meeting. A recess will be called to permit the local committeemen already provided with membership cards, membership badges, and, if possible, with copies of the introductory issue of the farm bureau paper to solicit the memberships. The membership fee should be secured at the time, otherwise a large part of the work must be done over again. A badge and a copy of the introductory issue of the farm-bureau paper will be given to each man who signs a card and pays the fee.

(7) *Farm-to-farm organization campaign.*—The local committeemen should then divide up the names of those farmers not present at the meeting and arrange to visit each personally on the farm to secure his membership if possible.



FIG. 12.—Paying in the membership fee at a farm-bureau organization meeting, boys of the agricultural club assisting.

Membership in the farm bureau is open to all residents of the county who are directly interested in agriculture—men and women alike.

(8) *Invitation to county-wide organization meeting.*—An invitation signed by one or more members of the county-organization committee should be sent to all members to attend the county-wide organization meeting, at which time the organization will be completed and permanent officers and executive committeemen elected. The members should be urged to invite all interested persons to attend the meeting. The letter should also contain a return addressed post card bearing the following questions:

(a) What do you want the farm bureau to do for you on your farm?

(b) What do you want the farm bureau to do for your community?

(c) What do you want the farm bureau to do for your county?

The answers to these letters should be tabulated and used at the county meeting as a basis for discussing a permanent county program of work.

(9) *County-wide organization meeting.*—All plans for the meeting should have been previously arranged by the leader. He should see that the temporary chairman has a clear conception of such plans, including the appointment of capable men on the various committees. He should arrange for the other members of the tem-

porary county committee to make and second the required motions, etc.

Several committeemen should line up outside the entrance to the meeting place to secure additional members. They should be well provided with badges, receipts, etc.

Program: (Musical program should be provided. An old-fashioned singing school is suggested.)

(a) Meeting called to order by temporary chairman of organization committee.

(b) Organization of meeting.

(c) Report on county-agent work in the State and in the United States during past year—county-agent leader.

(d) Report of secretary on membership campaign.

(e) General discussion.

(f) Appointment of committee on constitution and by-laws, and a nominating committee.

(g) Short talks by prominent farmers.

(h) Report of committee on constitution.

(i) Adoption of constitution.

(j) Discussion and adoption of a permanent county agricultural program.

(k) Report of nominating committee. (Nominating committee should report the names of those individuals who are well fitted and willing to lead in developing some part of the agricultural program of work.)

(l) Election of officers and executive committeemen.

(10) *Development of permanent county organization.*—(a) Following the county-organization meeting the executive committee will probably engage the county agent, who, upon his arrival in the county, will meet with the executive committee to select permanent community committeemen, or at least permanent community chairmen. In many cases the aid of the chairman will need to be secured before the selection of the other members of the committee. The leader should assist the new agent in acquainting the members of the executive committee with their duties and in training them for service. The use of the blackboard for presenting the important features of all discussions should be encouraged.

(b) Arrangements should be made with the chairmen to call meetings of their community committees, and letters should be sent to each prospective committeeman inviting him to attend these meetings. Details of the work to follow are fully stated in the sections of this circular relating to the selection and training of committeemen, pages 13 and 15.

**A COUNTY WHERE THE AGENT IS AT WORK BUT HAS NO ORGANIZATION.**

Practically the same plan of work as that outlined for a new county may be followed except that many of the details may be largely arranged by the agent. He will assist the county-agent leader during the entire campaign. Usually, however, unless the agent is very well known and very highly respected over the entire county, the organization work should be conducted by the county-agent leader.

**A COUNTY WHERE THE AGENT IS AT WORK, BUT THE ORGANIZATION IS WEAK.**

(1) A conference with the county agent should be held, at which plans of reorganization will be discussed. A map of the county should be drawn, on which should be shown the community outlines, community centers, principal streams, highways and villages, local farmers' organizations, previous year's work, and present officers and committeemen. This material should also be transferred by communities to a chart. (See S. R. S. Doc. 51.)

Communities and prospective community committeemen should be classified. (See chart, p. 48.)

A tentative program of work should be drawn up if none exists and charts prepared showing the relation of the proposed projects to the program.

(2) A conference should be held with the executive committee of the county organization at which the map and the charts will be presented and suggestions solicited. Additional community committeemen will be selected. A blackboard should be used on which changes in proposed plans and the minutes of the meeting may be recorded. Definite approval of the plans should be secured.

If possible, a conference with the president of the county organization should precede the above meeting of the executive committee, in order that he may be thoroughly familiar with the proposed plans at the executive committee meeting.

(3) Steps similar to those outlined on pages 47 to 51 should then be followed, making such changes as the exigencies of the case will warrant. The existing executive committee should act as the organization committee, and in so far as possible existing local community committeemen should be used around which to build a new organization. If the existing executive committee approves, a complete reorganization, including the election of a new set of officers, is desirable; otherwise only such changes should be made as will make for harmony in the work, waiting until the time is ripe for other necessary changes.

**A COUNTY WITH AN ORGANIZATION, BUT THE NEW AGENT AND THE COMMITTEEMEN ARE NOT VERSED IN ORGANIZATION METHODS.**

(1) A map and a chart should be prepared as on pages 15 and 48, and, together with such other material as may be needed to explain organization work, should be presented to the executive committee of the county organization. The members of this committee should be made thoroughly acquainted with their duties and should assist the agent in planning and conducting conferences with the community committees.

(2) Plans similar to those referred to in 10 (b), page 51, for conducting these conferences should be employed.

(3) The community meetings arranged for at the committee conferences should not be held until the agent gets somewhat acquainted with local conditions and feels perfectly familiar with all matters to be presented at the meetings.

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